



## MESSAGE FROM THE CALTRANS DIRECTOR

I think it's safe to say innovation is a hot topic. Plug that word into a search engine and you'll get nearly a half-billion references. Change your search to, "reform" and it's up to 750 million. Replace it with the word "improve" and you'll get nearly a billion references in less than a second.

Caltrans is no exception. Here, innovation is taking center stage. And it's easy to see why. The old highway-expansion model no longer works. It's not that highways are any less important to moving goods and people, but we've learned that simply expanding our highways does not answer the complex needs of a new century.

We've entered an era in which we must preserve what we have, use it as smartly as possible, and link it seamlessly with emerging modes to create a sustainable, integrated and efficient transportation system to enhance California's economy and livability. If that last phrase sounds familiar, it should: It is Caltrans' mission statement.

We're focused on all transportation modes as never before. Our goals for sustainability are as robust as anywhere in the world. We are concentrating on the movement of freight, which represents the commercial engine that powers our economy and defines our quality of life.

Caltrans' mission is to provide a safe, sustainable, integrated and efficient transportation system to enhance California's economy and livability.

### Table of Contents

<i>Lean 6 Sigma.....</i>	<i>8</i>
<i>Where the Laser Meets the Road .....</i>	<i>10</i>
<i>Crumb Rubber Usage Goal .....</i>	<i>13</i>
<i>Active Transportation Funds Allocated.....</i>	<i>15</i>
<i>Caltrans Project Delivery at 98% .....</i>	<i>16</i>

<i>Clearing the Manteca Bottleneck .....</i>	<i>20</i>
<i>Travel Options Change Travel Behavior .....</i>	<i>22</i>
<i>Caltrans Sets Goal to Manage Traffic Delay.....</i>	<i>23</i>
<i>System Efficiency Relies on Incident Clearance .....</i>	<i>24</i>
<i>I-80 SMART* Corridor .....</i>	<i>26</i>
<i>Greenhouse Gas Reduction .....</i>	<i>29</i>

We will look to our people for new ideas and new ways of doing things. We will encourage internal participation in crowdsourcing, a proven technique for gathering creative solutions in short periods of time. We must take advantage of the innovative thinking of our workforce and capitalize on it to improve as an organization. We must tap the reserves of creativity and expertise within the Caltrans family to find fresh solutions to the many challenges that we encounter on a daily basis.

I've asked Chief Deputy Director Kome Ajise to build a framework through which we can take advantage of the deluge of ideas and suggestions I'm certain we'll receive. On September 23, we will host our second-ever Town Hall meeting in Sacramento. Mr. Ajise and I will take part in our second real-time live-stream town hall with the people of Caltrans, and innovation will be at the top of our agenda.

We also will reach outside the department, taking a two-pronged approach. First, we're asking stakeholders to tell us what they think in a quick, **online survey**. In this anonymous survey, we're asking stakeholders to rate us on communication, customer service and collaboration. Second, we're conducting a contest created by the Legislature in which the person with the best

innovative idea can win \$25,000. It's called the **\$25K Find a New Way** contest. The deadline **to enter** is October 13, and the winner will be announced before the end of the year.

Taken together, there is an avenue for just about anyone to offer innovations to California's transportation system. Members of the Caltrans family can engage through our internal program. Stakeholders who work with Caltrans from the outside can give us feedback through the **Stakeholder Survey**. And millions of other Californians can enter **\$25K Find a New Way**.

Working together, we will adopt innovations, enact reforms and make improvements that bring us closer to a transportation system that meets California's needs now and into the future.



Malcolm Dougherty  
Director of Caltrans

## Caltrans Listens

Take our quick anonymous survey here:  
[https://www.surveymonkey.com/r/exter\\_sur\\_9\\_15](https://www.surveymonkey.com/r/exter_sur_9_15)  
or scan this QR code.

We'll share the  
results next issue.



Cover and this page: 165-foot-long precast girder installation in Fairfield, the largest girder installed to date in California.